

Framework for Monitoring Policing with the Community

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Policing with the Community

Service Delivery

Partnerships

Problem Solving

Empowerment

Accountability

**Neighbourhood
Policing**

Access

Influence

Interventions

Answers

Framework for Monitoring Policing with the Community

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1. INTRODUCTION

The Northern Ireland Policing Board wishes to establish a framework in which to monitor the extent to which the PSNI have achieved Recommendation 44 of the Report of the Independent Commission on Policing for Northern Ireland.

Recommendation 44

“Policing with the Community should be the core function of the police service and the core function of every police station.”

A policy for Policing with the Community was developed by PSNI and endorsed by NIPB in September 2002. The policy recognised 5 key principles:

- **Service Delivery**
- **Problem Solving**
- **Partnerships**
- **Empowerment**
- **Accountability**

These principles are interdependent and mutually reinforcing. They are intended as yardsticks against which all policing activities should be measured.¹

Implementation of Policing with the Community was monitored by the Oversight Commissioner until 31 May 2007. The Board assumed full responsibility in the Policing Plan 2007-2010, with the following statement by the Chairman.

“The Board wants the PSNI to have the confidence of all the community they serve. It is important for the PSNI to continue to build the confidence of all of the community and this is one of the main focuses of this year’s Policing Plan. The Board has set additional objectives, performance indicators and targets for building public confidence in the PSNI. Within this Policing Plan there is a new objective to ensure that Policing with the Community is at the core of the delivery of the PSNI. This will be achieved through the implementation of the Policing with the Community Strategy by establishing the Neighbourhood Policing Model in all districts. The Board will measure this by assessing the extent to which the Neighbourhood Policing Model has been implemented in each DCU. This will be done by regular progress reports to the Board and by setting up visits for Members of the Board to see at first hand, in the DCU, how the Neighbourhood Policing Model is being implemented.”ⁱⁱ

Neighbourhood Policing is not the all-encompassing vision of Policing with the Community but it is the most visible tactical component and an ideal instrument for working towards the ultimate achievement of Recommendation 44. There is another practical advantage. Neighbourhood Policing was selected as a priority by the Home Office for implementation in England and Wales and considerable research was devoted

to establishing a framework and measuring success. This inventory is available for adaptation to the unique policing environment of Northern Ireland.

A word of caution about accountability is worth considering at the outset. Bureaucracy is the enemy of policing with the community. It would be counter productive to demand of PSNI a new battery of data requirements in addition to their normal record keeping. To the greatest extent possible, the monitoring template should make use of currently existing record systems and refrain from making new demands on the Police Service. This report will propose relatively few measurement factors, but they will be those most critical to achievement of objectives. Progress should be judged on the basis of measurable outcomes, indicators that satisfy the question, “So what?”

So the organisation has made changes and introduced new methods of doing things. So what difference has that made for clients, measured in benefits and improvements?

The best way to seek answers is to poll clients, as proposed in an item on Local Surveys; to analyse statistics on crime and case clearances; to require status reports; and to request, in one example, that quality assurance checks be carried out and the results reported.

2. Measuring Success with Neighbourhood Policing

Neighbourhood Policing is the tactical arm of Policing with the Community. Neighbourhood Officers work alongside other agencies to create safe and secure neighbourhoods where people know that the police and their partners understand the issues that matter most to them and are able to tackle them together. The basic principles of Neighbourhood Policing are:

- **Access** – to local policing services
- **Influence** – over policing priorities in their neighbourhood
- **Interventions** – joint action with partners and the public to tackle priorities
- **Answers** – sustainable solutions and feedback on what has been done

Discussion

- **Access** is delivering high quality policing services which guarantee every person access to a full range of policing and partner response. Neighbourhood Policing Officers will be dedicated to a specific geographic neighbourhood where **tenure** of assignment will enable them to become familiar and locally accountable. Abstractions from Neighbourhood Teams for reasons not related to their assigned duties is injurious to public confidence, as it reduces police visibility on the streets and conflicts with officer’s availability to deal with neighbourhood priorities. While for operational exigencies it is not possible to guarantee 100% assignment, an 80% dedication rate could be a reasonable target. A definition for “**dedicated**”

is extracted from the UK Neighbourhood Policing Team Guide, a primary source for PSNI planning. (See Appendix 1)

The Omnibus Survey conducted semi-annually by NIPB provides outcome indicators for judging the performance of PSNI as an entity. A breakdown of results is not available to DCUs and DPPs. **Local surveys** conducted every 6 months or annually in liaison with the DPP, offer the means for measuring success consistent with the Board's intent to evaluate Neighbourhood Policing in each DCU.

PSNI is applying terminology from the National Model for Neighbourhood Policing for internal use. In the Model, meetings of community partners attended by police are labelled **PACT Meetings (Police And Community Together)**. In Northern Ireland community groups adopt preferential names, and there is a mix of CPLCs, Community Forums and other titles. For the purpose of NIPB evaluation, it makes sense to go along with the PSNI terminology. The Model proposes that Neighbourhood Policing teams seek to identify PACT meetings for every neighbourhood, a measurable indicator.

- **Influence** is demonstrating that the police will be attentive to neighbourhood priorities, responsive to problems and open to collaborating with residents and other partners in identifying solutions and applying effective remedies. If local surveys are used, respondents could be polled on another indicator suggested by the Neighbourhood Policing Model, the percentage of people who feel they have been given the opportunity to influence what the police do at the neighbourhood level.
- **Interventions** will be undertaken by police to respond to neighbourhood issues after carrying out a problem solving process that includes engaging community members in collaborative consultation. At every opportunity, partner agencies and other resources will be involved in the solution. The Neighbourhood Policing Model suggests that the number of times that local problems are dealt with by employing intelligence-led policing methodology is an effective measure of how Neighbourhood Policing draws on other resources such as Investigations, Road Traffic and TSGs. Another indicator is the percentage of the public who think police are tackling issues that matter.
- **Answers** are deliverables to people who have appealed to police for assistance. People have a right to hold police accountable for working to make neighbourhoods safe. When the community tell the police of issues they want police to tackle, not only should police respond but also let people know what they have done, allowing the people, not the police, to decide how effective they have been.

3. Principles for monitoring

The Board will measure progress by assessing the extent to which the Neighbourhood Policing model has been implemented in each DCU. This will be accomplished through 6 month progress reports to the Board and by arranging visits for Members of the Board to see at first hand how the Neighbourhood Policing Model is being implemented. (See Appendix 2, “Seeing is Believing” visits, for suggestions on the conduct of these visits) The framework should enable a positive dialogue between NIPB and PSNI. The monitoring process should be current and forward looking.

4. Implementation

The first step towards installing a system of neighbourhood policing is the **identification of neighbourhoods** within the boundaries of each DCU. The process of identifying boundaries is complicated by issues such as the opinion of local residents, existing boundaries of other service providers, and political boundaries. Obtaining agreement is a negotiated process, and requires patience, time and a willingness to collaborate. Once neighbourhood boundaries are established, **specific officers are assigned to work with residents** to solve problems, large and small. The initial challenge is to identify neighbourhood boundaries throughout Northern Ireland, and to assign officers to their service. This objective is measurable and can serve as a primary goal to monitor progress with Neighbourhood Policing.

Establishing Goals and Targets

The objectives embedded in the Annual Policing Plan dominate the priorities of the Police Service. What gets measured gets done. In addition to service-wide goals, more specific indicators are needed to drive the objectives of Neighbourhood Policing. Linkages to the more comprehensive elements of Policing with the Community will enable the Board to monitor the progress of components not included in the Neighbourhood Policing Model.

SMART Performance Indicators

The Neighbourhood Policing Guide published by the Home Office recommends using SMART indicators to evaluate the performance of Neighbourhood Teams. SMART indicators are:

- **Specific** • **Measurable** • **Achievable** • **Relevant, and** • **Timed.**

The rigorous application of SMART indicators for Neighbourhood Policing and in the Annual Policing Plan and Local Policing Plans will go along way towards ensuring performance improvement. Examples are suggested in the following framework table, but final indicators and targets should be negotiated between PSNI and NIPB.

5. Local Surveys

The outcome of Neighbourhood Policing activities can best be judged by victims and residents affected by the problem issue. The Omnibus Survey conducted every 6 months serves the purpose of NIPB to monitor progress with many of the critical outcomes of Policing with the Community. The results, however, are not broken down into segments permitting analysis of progress at DCU level. As the Board desires to measure progress by assessing the extent to which the Neighbourhood Policing Model has been implemented in each DCU, some measure of local impact is needed.

Local surveys may be conducted at intervals of either 6 months or annually, with the methodology and core questions provided by NIPB staff. DPPs should have the option to add questions to the survey, screened for validity, to probe specific local issues, such as feelings of safety and security in town centres at varying times of the day, or to identify anti-social behaviour.

Local surveys could provide both the Board and DPPs a mechanism for monitoring success with Neighbourhood Policing on a comparative and local basis. Outcome reports would assist DCUs and DPPs to focus their efforts on crime and disorder most troubling to communities. The launch and sustenance of local surveys will add an additional burden to the monitoring process, but ensure a more precise and certain measure of success than currently available. Since cost is always an issue, a compromise whereby the Omnibus Survey and the local survey are fielded consecutively at 6 month intervals could help contain budgets to current levels.

6. Signal Crime

As defined by the National Policing Improvement Agency, “ **A 'signal crime' is a crime, incident or disorder that when seen or experienced may trigger a member of the public to interpret it as a warning about their level of security, so much so that they may change their beliefs or behaviour as a result. These may have a negative disproportionate impact on the public's perception of security.**” Signal crimes characteristically involve an elevated level of reporting by the news media. Examples from the recent past include crimes against the elderly, hate crimes directed against vulnerable persons and violence in a public place. The classification of a signal crime at local level would require the monitoring of publications and a collaborative judgement by the police and the DPP. Police success in clearing signal crimes is a promising performance indicator, but the research is continuing. The Neighbourhood Policing Model does not propose this factor in their policy papers.

7. Framework for Monitoring Neighbourhood Policing

Neighbourhood Policing Principle	Objective	Performance Indicator	SMART Performance Target (Example)
Access (availability, responsiveness, frequency of contact)	In collaboration with communities, to establish a network of designated neighbourhoods in every police district in Northern Ireland	% of designated neighbourhood boundary agreements negotiated within each DCU	Achievement of 100% coverage by 1 April 2009
	To designate an identifiable Neighbourhood Officer For every neighbourhood in Northern Ireland	% of neighbourhoods with an Officer assigned	Achievement of 100% coverage by 1 April 2009
	To ensure the highest possible rate of dedication of Neighbourhood Officers	% of dedicated time of Neighbourhood Officers (Appendix 1)	An annual dedication rate for Neighbourhood Officers of 80%
	To increase the % of the public knowing how to make direct contact with their Neighbourhood Officer	Local survey	Benchmarking of neighbourhood response complete by 1 April 2009
	To establish a PACT* group in each designated neighbourhood *(Police And Community Together) ⁱⁱⁱ	List of PACT meetings maintained by DCU and DPP	75% of neighbourhoods have established groups by 1 April 2009
Influence (volume & frequency, variety of engagement)	To increase the % of the public who feel they have the opportunity to influence what police do in the neighbourhood	Local survey	To establish a baseline for measurement by 1 April 2009

Neighbourhood Policing Principle	Objective	Performance Indicator	SMART Performance Target (Example)
Interventions (Intelligence-led problem solving)	To increase the number of Intelligence-led problem-solving operations addressing local priorities	Incident counts from DCU records	To establish a baseline for measuring intelligence-led interventions by 1 April 2009
	To increase % of the public who think the police are tackling issues that matter	Local survey	To establish a baseline for measurement by 1 April 2009
Answers (priorities solved to public satisfaction; frequency, volume & quality of feedback from the public)	To increase the % of members of the public satisfied that the police are doing a good job in the neighbourhood	Local survey	To establish a baseline for measuring neighbourhood satisfaction with police performance by 1 April 2009
	To increase the satisfaction rate of Anti-social behaviour callers	Recorded results of quality assurance checks by Neighbourhood Policing supervisors	To establish a baseline for measuring satisfaction with police performance in responding to anti-social behaviour callers by 1 April 2009



8. Policing with the Community – an Operating Philosophy

Policing with the Community is an operating philosophy with elements that complement the tactical model of Neighbourhood Policing. While Neighbourhood Policing will be the central focus of performance monitoring, the tracking of linkages with policy and administration will ensure that other factors contributing to success are not overlooked. The principles of Policing with the Community are:

- **Service Delivery**
- **Problem Solving**
- **Partnerships**
- **Empowerment**
- **Accountability**

Policy Documents and Implementation Plans

The Police Service published a comprehensive policy document in September 2002 describing intentions to establish Policing with the Community as the core function of the Service. This document remains a suitable foundation for enhanced Neighbourhood Policing, but good practice dictates that all fundamental policies should be reviewed and updated at regular intervals. The existing Implementation Plan from 2002 will be superseded by the Neighbourhood Policing Model in 2008.

➤ **Service Delivery**

Policing with the Community is not the soft side of policing. It is favoured by police and policing authorities because it produces the best long term results for driving down crime and disorder and sustaining gains. An operational style emphasising policing in partnership with the community is concerned with strategies that prevent crime and contribute to intelligence-led solutions. Neighbourhood Officers are often the first to identify situations that foreshadow criminality and disorder, through observation, casual enquiries and by assembling and analysing complaints and information from residents.

PSNI has selected a Neighbourhood Policing model as the primary means for delivering on the Policing Plan Domain of **Satisfaction and Confidence**. In addition, the outcomes of Neighbourhood Policing will directly contribute to results falling under the Domain: **Tackling Crime**, particularly in respect to crimes occurring in public. Indicators for Tackling Crime are reported in the Annual Statistical Report with discrete breakdowns for each District Command Unit and Area.

➤ **Problem solving**

Problem solving on a multitude of issues troubling the neighbourhood is a core performance feature of this style of policing. PSNI employs a standard problem solving tool with the acronym **SARA** (**S**can; **A**nalyse; **R**espond; **A**ssess) and Neighbourhood Teams record their problem solving efforts in folders. This discipline encourages officers to solicit assistance from neighbourhood residents and from partner agencies, and to limit priorities to problems that are ongoing, persistent and threatening to the enjoyment of a peaceful community.

➤ **Partnerships**

Working in partnerships is a familiar concept in Northern Ireland. There are many successful partnerships working on sensitive issues such as domestic violence, offences against children and young people, victim support and other issues that affect community life including drugs, alcohol and road safety. Effective partnerships are integral to all four principles of Neighbourhood Policing: Access • Influence • Interventions, and • Answers. The terminology of Neighbourhood Policing uses the term “PACT Meetings” (**P**olice **A**nd **C**ommunity **T**ogether) to refer to all variety of community forums.

Partnerships function most effectively when the partners agree to collaborate in finding solutions to problems. There are successive layers of relationships in the process. Initially, partners may agree to **communicate**. This means exchanging information and letting the partner know what actions are planned and what outcomes are achieved. At the next level, partners **cooperate**. They agree to work in harmony towards agreed upon objectives. When partners **coordinate**, they work as equals on an agreed upon plans. The final step is collaboration. When partners **collaborate** they each agree to be influenced by the other party and then practice this behaviour. Collaboration requires mutual trust and confidence, qualities that can only be developed over time and through positive experience. Achievement of collaborative community problem solving is the final frontier for Policing with the Community. Monitoring of Neighbourhood Policing by the Board should seek out evidence of collaborative behaviour.

➤ **Empowerment**

Policing with the Community functions best in a disaggregated or decentralised organisational structure when:

- A significant degree of authority with accountability is devolved to the local level of management,
- Mid-level managers and supervisors are given authority over day-to-day assignments and selection of immediate priorities, and
- Front line officers are authorised to take reasonable means to solve neighbourhood problems.

The objective is to encourage a sense of ownership and commitment by officers to neighbourhood beats.

Currently, Policing with the Community Branch of PSNI is developing role descriptions for Neighbourhood Policing, the first step in a formal approach to empowerment. The outcome will be reflected in Annual Performance Reviews, the job satisfaction survey of Neighbourhood Officers proposed in the following paragraph, and ultimately in outcomes reported in the Omnibus Survey and local surveys.

A work force survey was conducted by PSNI in 2004. The Chief Constable used the results to sense out factors contributing to morale and to motivate change. Given the critical issue of officer morale and sense of empowerment under the Neighbourhood Policing banner, a survey of Neighbourhood officers conducted every two years would provide management with valuable clues on how well the process is performing at ground level, and afford the Policing Board with an outcome indicator for management strategies.

➤ **Accountability**

Local surveys of client opinion are one of the most effective methods of establishing accountability. Questions currently used in the Omnibus Survey are good examples, providing the means for measuring progress over time. Opportunities for monitoring progress at the DCU level are discussed under Neighbourhood Policing.



9. Linkages with other Management Activities

The Annual Policing Plan

The priorities established by the Board and the Chief Constable in the Annual Policing Plan dominate the PSNI manager's agenda. This characteristic flows from the determination of the Chief Constable and his top team to infuse PSNI with a culture of performance. What gets measured gets done. If clear, simple and measurable goals for Neighbourhood Policing are reflected in the Annual Policing Plan, the Board may be assured they will occupy a high priority within the organisation.

Accountability Meetings

The Assistant Chief Constables Urban and Rural conduct accountability meetings in each DCU on a six monthly basis to ensure internal accountability by actively challenging

district commanders on their performance against policing plans and targets. DPP and Board members may attend Accountability Meetings.

Human Rights

The Human Rights Annual Report released in September 2007, at Chapter 13, includes observations and recommendations on Policing with the Community. Human Rights and Policing with the Community were twin and complementary cores of the Report of the Independent Commission. There is no conflict between the Human Rights report and this recommended framework. The human rights principles of Legality, Subsidiarity and Proportionality are readily comprehended by front line officers provided that practical examples are presented in training, reflected in policy and demonstrated in practice.

Human Resources

Recognition and Rewards

The morale and commitment of Neighbourhood Officers is positively influenced by recognition and rewards. A revised version of the PSNI Annual Performance Review (APR) is currently undergoing tests. The amended form will require each officer to complete a 'role details' form which clarifies how the officer's role contributes to the achievement of the DCU or department business plan. The form is also used as a basis for the officer's Personal Performance Agreement, identifying draft objectives, including work objectives and other competencies which should be achieved by the officer in the next year. Once implemented, the new APR will build the commitment of Neighbourhood Officers to corporate and DCU objectives. The monitoring of first year returns by Human Resources staff in concert with Policing with the Community Branch could assist in identifying the relative state of readiness and commitment of Neighbourhood Officers.

The annual Policing with the Community Awards focus attention on laudable achievements of Neighbourhood Officers. The impact of these successful initiatives will have a multiplying effect if communicated broadly within the Service by knowledge sharing sessions.^{iv}

Training & Development

Officers assigned to Neighbourhood Policing require support through initial training and orientation, and access to coaching, mentoring, and knowledge sharing opportunities as they expand their capability to work for and with the community. Once standard role descriptions are approved, a training needs assessment will be completed by Policing with the Community Branch, identifying more precisely the opportunities for skills enhancement. At a minimum, Neighbourhood Officers should be trained in collaborative community problem solving; meetings protocol, effective presentations, developing effective partnerships and given basic information on the role and capabilities of key social service partners.

The tenure of Neighbourhood Officers is a critical factor in determining client satisfaction. Officers selected for Neighbourhood Policing are expected to commit to a minimum of three years. While the transfer of officers is often caused by circumstances outside the control of a DCU commander, the objective is to build teams with redundancy. Ensuring reasonable periods of tenure in Neighbourhood Policing Teams is a realistic demand upon DCU commanders. In the long run, PSNI may explore the desirability of a career stream for dedicated and high performing Neighbourhood Officers.

Finance

The Activity Based Costing (ABC) system developed by PSNI Finance Department provides the means to assess comparative budgets allocated to Neighbourhood Policing across DCUs and to total resources allocated to Neighbourhood Policing in the context of the budget for police operations. Since the availability of this management tool is relatively recent, this indicator is not advocated at this time, but as a prospect it offers the Board another possibility to explore with PSNI. The ongoing process of de-fortification and upgrading of police facilities is a factor in developing public trust and confidence. An accessible and welcoming environment fosters good police-community relations. Unattended, poor working conditions are a burden on the morale of officers and police staff.

Call Management

Public trust and confidence is directly affected by police performance in responding to calls. In times of need, the public does not differentiate between Neighbourhood Policing and response policing. When the current Project Unity is completed, PSNI will have performance reports in detail on response times for each DCU, affording another means for monitoring performance. Performance statistics available to a local commander will enable creation of differentiated response time protocols and trigger efficiencies in resource allocation. Whatever the procedures adopted by Call Centres, in final design Neighbourhood Policing supervisors should be given authority to alter dispatch decisions based on local exigencies.

Culture and Ethos

Organisational **culture** consists of those shared assumptions which have an active shaping influence upon ideas, attitudes and experiences connoting a whole way of life of a social group.

Ethos is the characteristic spirit and beliefs of an organization. It is the way in which the organisation sees itself, the way in which it manages itself internally and the way in

which it sees and interacts with its clients and others outside the organisation. To members of an organisation, it is best understood as, “How we do things.”

Culture and ethos are constantly evolving, influenced by experiences both positive and negative. The process of cultural change is measured in months and years and is not necessarily affected by events that have a brief period of prominence or popularity. They are hard to measure and judgements are inevitably subjective. Cultural surveys conducted periodically provide useful insights into modifications to the attitudes of the police officers and police staff. Over time, members of the Board will come to recognise these changes through access to reports, to members of the Police Service and to community contacts. The “Seeing is Believing” initiative is an excellent method for observing “How we do things.”

Both culture and ethos are strikingly affected by the pronouncements and actions of leaders. The leadership of the Chief Constable and the Board is crucially important in ensuring that Policing with the Community is practised as the core function of the Police Service. The priority given to Policing with the Community issues and to Neighbourhood Policing in the Annual Policing Plan and Local Policing Plans, together with quantitative targets, will have a decisive impact on the degree of success.



10. Framework for monitoring other features of Policing with the Community

PwC Principle	Objective	Performance Indicator	Smart Performance Target (Example)
Service Delivery	To maintain a policy document describing the philosophy of Policing with the Community	The policy is a clear and comprehensive description of the core philosophy	The core policy for is renewed every three years commencing 1 April 2009
	To work in accord with a Policing with the Community Strategy Plan (Implementation Plan)	Development of a framework for monitoring progress with Policing with the Community	A framework for monitoring progress with Neighbourhood Policing is established and progress reviews with NIPB are carried out at 6 month intervals
	To produce Annual Policing Plans and Local Policing Plans	Corporate and Local goals are reflected in Policing Plans	Local goals include priorities set by NIPB. NIPB goals recognize local priorities, in Policing Plan 2008-2011
	To work in accord with Crime Reduction Strategies	Results from comparative crime statistics and trends and targets from the Annual Policing Plan	Crime reduction goals set by NIPB in consultation with Chief Constable in the Annual Policing Plan 2008-2011
	To work in accord with Crime Clearance Rate Strategies	Results from comparative crime statistics and trends and targets from the Annual Policing Plan	Crime clearance rate goal set by NIPB in consultation with Chief Constable in the Annual Policing Plan 2008-2011
	To assess performance of the Police in the community	Results against targets for the Omnibus Survey and local survey results	Goals set by NIPB in consultation with Chief Constable in the Annual Policing Plan 2009-2012.
Problem Solving	See Neighbourhood Policing framework		

PwC Principle	Objective	Performance Indicator	Smart Performance Target (Example)
Empowerment	To provide Neighbourhood Police Officers with a challenging and rewarding work environment	Results of internal survey measuring officer satisfaction	PSNI internal survey of Neighbourhood Officers conducted by 1 April 2009
	Performance Appraisal and recognition and awards	Evaluation of APR returns of Neighbourhood Police Officers Administration of annual Policing with the Community Awards	Analyse APR results and complete any necessary adjustments to roles, training and management practices by 1 April 2009. Completion of Awards competition and knowledge sharing within the Police Service by 1 April 2009.
	To develop and implement training programs for Neighbourhood Policing Officers	A training plan for Neighbourhood Officers is based on role descriptions and a training needs assessment	To confirm a training and knowledge sharing system for Neighbourhood Officers by 1 April 2009
	To ensure the familiarity of Neighbourhood Policing Officers by establishing minimum tenure standards for Neighbourhood Police officers and supervisors	Officers and supervisors will commit to a minimum tenure of 3 years in post	Benchmark the tenure of Neighbourhood officers and supervisors with a report to NIPB by 1 April 2009
Accountability	To assess the effectiveness of accountability indicators	Survey of DPPs; Human Rights Annual report; various reports to NIPB	Benchmarks of accountability established by NIPB for Board and DPPs. Reports are on varying schedules
	ACC reviews of DCUs	ACC review reports	ACC reports to NIPB



Appendix 1

Definition of Dedicated^v

A Neighbourhood Policing Team member is **dedicated**

- when they are working in their identified geographical neighbourhood to
 - engage with neighbourhood members and identify or resolve issues and priorities identified within the neighbourhood
 - increase public confidence by reducing crime and disorder within that neighbourhood in line with their role profile and according to an intelligence-led patrol plan

- when they are absent from the neighbourhood due to
 - activities directly related to the above, such as briefings, problem-solving meetings, relevant court appearances, preparation of case papers
 - rest day or annual leave
 - training for their Neighbourhood Policing role

Any activity that is not included in this list is an abstraction (unless undertaken as paid overtime)

Appendix 2

Seeing is Believing

The “Seeing is Believing” visits will afford Members of the Board an opportunity to see Neighbourhood Police Officers in action, speak with local partners and members of the community and come away with a realistic impression of police and community issues. These few comments may assist in setting an agenda that will make the most of these opportunities.

Site Selection – Site visits should balance rural and urban locals, since each environment has its distinct issues. Locations could be selected based on a risk assessment. Visits to locations with a history of conflict and poor relationships with police will enable Members to assess how police are pushing the boundaries for improvement and managing the difficult issues.

Minimise Planning – Visits conducted with a minimum of notice have the best chance of capturing the reality of day-to-day policing. When a lengthy period of notice is given, DCU commanders and their staff are tempted to spend excessive time in setting up an itinerary. Board staff arranging the visits should emphasize that Members wish to observe regular routines and to meet with members of the DPP and representatives of PACT groups. A brief community profile should be assembled by Board Staff.

Meeting the DCU or Area Commander – a briefing from the commander at the beginning of the visit will help to frame the challenges and priorities for each location.

High Visibility Patrols – In most locations local police conduct foot, bicycle or vehicle patrols through their beat area. Board Members will accompany police, observing the style of operation. Critical observation points are:

- Does the officer appear to be familiar with persons encountered on the beat?
- Does the beat include drop-in visits to shops and social agencies?
- Do officers walk in pairs, and if so do they part company at intervals to cover more ground?
- Can the officers tell stories about places and people, such as problems reported and solved or persistent problems getting attention?
- Are there signs of disorder or conflict along the beat e.g. graffiti; trash; abandoned vehicles; broken windows; provocative flags and markings?
- What is the officer’s explanation?
- Does the officer stop for refreshment at a local café rather than returning to the station?
- Does the officer accept dispatched calls for service?
- What is the local policy on this issue?

Time of Day – Availability and logistics will determine what times Members are available for these visits, but accompanying patrols in the evening often reveals an entirely different challenge to the Neighbourhood Officer. Board staff could work out these details during advance planning.

Meeting with DPP Members and PACT participants – The local DPP manager or the DCU will make these arrangements. Use the local Policing Plan objectives as reference for a discussion about problem solving and relationships with Neighbourhood Police.

Partnerships with Schools and Social Agencies - Is the officer knowledgeable about programs delivered to schools or other youth-oriented activities? Do the officers have contacts with local social agencies and are they on familiar terms with agency staff?

General – In contacts with police, ask the “What” and the “Why” questions. In contacts with both police and community people, encourage the telling of stories surrounding local problems. Is there evidence of good practice that may be shared with other communities?

Reports to the Board – the Board will require a written record of the visit. The requisite detail will be established by the Board but in keeping with the theme of restraining bureaucracy, it is suggested that written reports be brief. The real value lies in oral reports to fellow Board Members as a meeting agenda item.

Endnotes

ⁱ Policing with the Community in Northern Ireland – Policy, 2002

ⁱⁱ NIPB Policing Plan 2007-2010, Chairman’s Foreword, Page 4

ⁱⁱⁱ Neighbourhood Policing- Neighbourhood Team Guide, Home Office

^{iv} Human Rights Annual Report 2007 NIPB, Page 256 – PSNI Knowledge Sharing Project

^v Neighbourhood Policing - Neighbourhood Team Guide, Home Office